

2022/23

# ANNUAL REPORT



# HOPE. HEAL. THRIVE.



ANGLICARE COLLEGE



EARLY LEARNING



OUT OF HOME CARE



RETIREMENT LIVING



GET INVOLVED



MISSION + COMMUNITY ENGAGEMENT



DISABILITY SERVICES



YOUTH + FAMILY



FINANCIAL SUPPORT



HOUSING + CRISIS SUPPORT

*Anglicare is part of the Anglican Church, as such we acknowledge God, the Creator of heaven and earth, and Lord of all things.*

#### THE ANGLICARE PRAYER

*God grant us the compassion to care deeply for others; the wisdom to discern how best to help; the energy to transform emotion into action, and the joy of wholehearted, loving service. For Christ's sake, Amen.*

#### ABOUT THIS REPORT

This report shows our activities and performance for the period 1 July 2022 to 30 June 2023. It has been prepared to comply with legal obligations and to support the Australian Charities and Not-For-Profit Commission (ACNC) objective to build greater accountability and trust in the Australian Not-For-Profit sector.

#### CHARITABLE STATUS

Anglicare NSW South, NSW West & ACT is a registered charity with the ACNC. It is a Public Benevolent Institution and endorsed as a Deductible Gift Recipient.

#### LEGAL NAME

Anglicare NSW South, NSW West & ACT  
Street Address: 5/221 London Circuit,  
Canberra ACT 2600  
GPO Box 360, Canberra ACT 2601  
ABN: 69 198 255 076

Cover Photo:  
Anglicare support worker pictured with two participants of Holt Disability Service at an outing to the Canberra Royal Show - Ngunnawal/Ngambri Country.



# YAMMA DUMMARUNG

Anglicare acknowledges the Aboriginal and Torres Strait Islander peoples, the First Australians, whose lands, winds and waters we all now share, and pay respect to their unique values, and their continuing and enduring cultures which deepen and enrich the life of our nation and communities. We pay our respects to First Nations people and their elders, both past and present, and those who are emerging.



**WIRADJURI, NGUNNAWAL, NGAMBRI, YUIN,  
GUNDUNGURRA, DHARUG, THARAWAL,  
NGARIGO, BIDWELL, WAVEROO, JAITMATANG.**

Staff at NAIDOC community event at Ashmont, Wagga Wagga - Wiradjuri Country.

Client from the Junction speaking at the launch of the Youth Health van - Ngunnawal/Ngambri Country.



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Names in some stories have been changed in the interest of protection and privacy.

Models appear in our photographs unless otherwise stated, to protect the identity of our clients. The photographs used within this report are a combination of purchased imagery and rightfully owned images of Anglicare NSW South NSW West & ACT.

## WHO WE ARE

# OUR IDENTITY

### OUR VISION

Anglicare exists to support individuals and communities through loving service and sharing hope so that all people live a full life.

### OUR MISSION

Anglicare is part of the Anglican Church tasked specifically with serving people who are vulnerable and marginalised in our community.

### OUR PURPOSE

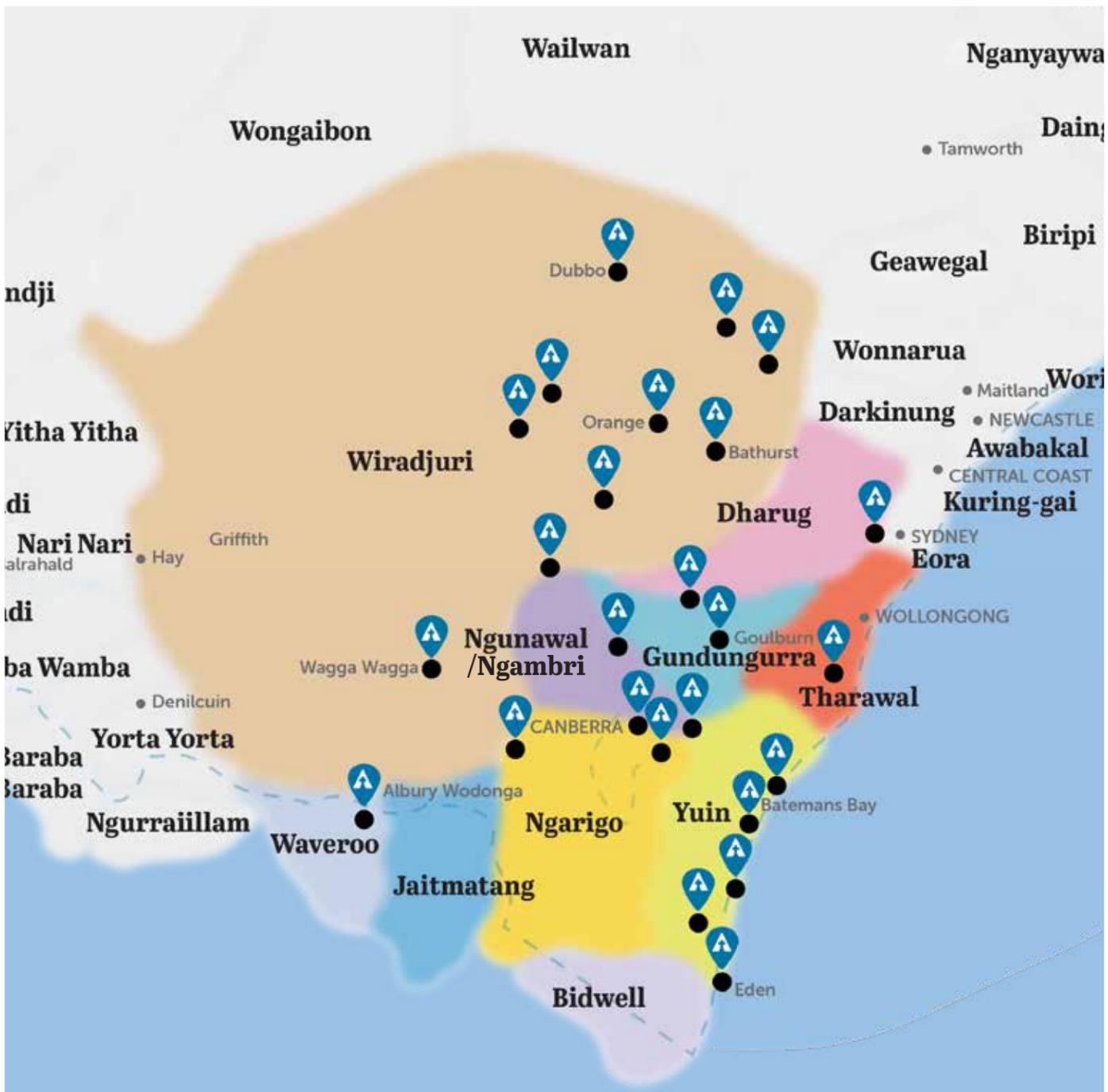
Anglicare's purpose is to alleviate poverty and suffering in regional and rural communities by providing integrated and innovative care.

### OUR VALUES

COMPASSION  
DIGNITY  
INCLUSIVENESS  
INTEGRITY



Staff from the Junction at the launch of the Youth Health van - Ngunnawal/Ngambri Country.



*Our purpose here is to observe,  
to learn, to grow, to love...*

- Australian Aboriginal Proverb

**Anglicare's services operate across three Anglican Dioceses which include Canberra/Goulburn, Bathurst, and the Riverina.**

## OUR SERVICES WHERE WE WORK

### CANBERRA / GOULBURN REGION

- |  |   |  |
|--|---|--|
| <ul style="list-style-type: none"> <li>Disaster Recovery</li> <li>Emergency Relief Hub</li> <li>- St John's Care</li> <li>- Arawang ER Hub</li> <li>- Goulburn</li> <li>- Anglicare Food Fair Queanbeyan</li> <li>Survive &amp; Thrive Hub</li> <li>- Gordon Community Centre</li> <li>Goulburn &amp; Yass Homelessness Support</li> <li>Anglicare Retail / Op Shop</li> <li>- Phil's Emporium Bungendore</li> <li>- Captain's Treasure Captains Flat</li> <li>- Anglicare Retail Erindale</li> <li>- Anglicare Retail Phillip</li> <li>- Anglicare Retail Queanbeyan</li> <li>No Interest Loans Scheme</li> </ul> | <ul style="list-style-type: none"> <li>Calwell Early Childhood Centre</li> <li>Franklin Early Learning</li> <li>Southern Cross Early Childhood School</li> <li>Googong Early Learning Centre</li> <li>Orana Preschool</li> <li>Goulburn Early Childhood Centre</li> <li>Goulburn Family Day Care</li> <li>Marulan &amp; District Preschool</li> <li>Parenting Under Pressure</li> <li>Triple P (Positive Parenting Program)</li> <li>Black Box Parenting Program</li> <li>CYCLOPS ACT</li> <li>The Junction Youth Health Service</li> <li>Interview Friends</li> <li>Intensive Therapeutic Care Queanbeyan</li> <li>Youth &amp; Family Support Service</li> </ul> | <ul style="list-style-type: none"> <li>Intensive Family Preservation</li> <li>Retirement Living</li> <li>- Brindabella Court, Downer ACT</li> <li>- St David's Close, Red Hill ACT</li> <li>- Wollondilly Gardens, Goulburn</li> <li>Disability Services</li> <li>- Holt</li> <li>- Goulburn</li> <li>- Crookwell</li> <li>Anglicare College RTO</li> <li>Workforce Development Unit</li> <li>Marketing &amp; Communications</li> <li>Fundraising</li> <li>Business Intelligence</li> <li>Volunteers Management</li> </ul> |
|--|---|--|

### RIVERINA REGION

- |  |  |  |
|--|--|--|
| <ul style="list-style-type: none"> <li>Bushfire Recovery Batlow</li> <li>Survive &amp; Thrive Hub</li> <li>- Ashmont Community Resource Centre</li> <li>Anglicare Retail / Op Shop</li> <li>- New 2 U Op Shop Tumut</li> <li>Financial Counselling</li> <li>- Albury</li> <li>- Wagga</li> </ul> | <ul style="list-style-type: none"> <li>- Batlow</li> <li>Thread Together Mobile Van</li> <li>Lifetime Learning</li> <li>HIPPY</li> <li>Supported Playgroup</li> <li>Joint Support Casework</li> <li>Permanency Support Program</li> <li>- Wagga</li> </ul> | <ul style="list-style-type: none"> <li>- Albury</li> <li>Intensive Therapeutic Care</li> <li>Homeless Youth Assistance Program (HYAP)</li> <li>Starting Fresh</li> <li>- Batlow</li> <li>Emergency Relief</li> <li>- Gundagai</li> </ul> |
|--|--|--|

### SOUTH COAST REGION

- |  |   |   |
|--|---|---|
| <ul style="list-style-type: none"> <li>Eurobodalla Homelessness Support</li> <li>Emergency Relief</li> <li>- Vulcan Street Community Hub Moruya</li> <li>- Eden</li> <li>Bushfire Recovery</li> <li>- Cobargo</li> <li>- Moruya</li> </ul> | <ul style="list-style-type: none"> <li>No Interest Loans Scheme</li> <li>Anglicare Retail / Op Shop</li> <li>- Sapphire Surprises Eden</li> <li>Eden Canoes</li> <li>Permanency Support Program</li> <li>- Nowra</li> <li>- Moruya</li> </ul> | <ul style="list-style-type: none"> <li>- Bega</li> <li>Disability Services</li> <li>- Moruya</li> <li>- Bega</li> </ul> |
|--|---|---|

### WESTERN REGION

- |  |  |   |
|--|--|---|
| <ul style="list-style-type: none"> <li>Bathurst Community Development</li> <li>Survive &amp; Thrive Hub</li> <li>- Orange</li> <li>- Bathurst</li> <li>Emergency Relief</li> <li>- Bathurst</li> <li>- Orange</li> </ul> | <ul style="list-style-type: none"> <li>- Forbes</li> <li>- Dubbo</li> <li>- Rylstone / Kandos</li> <li>- Georgie's Pantry Parkes</li> <li>No Interest Loans Scheme</li> <li>Anglicare Retail / Op Shop</li> <li>- Georgie's Boutique Parkes</li> </ul> | <ul style="list-style-type: none"> <li>- The Op Centre Murrumburrah</li> <li>Permanency Support Program</li> <li>- Orange</li> <li>Disability Services</li> <li>- Orange (planned)</li> </ul> |
|--|--|---|

### WESTERN SYDNEY

- Permanency Support Program
- Intensive Therapeutic Care
- Premier's Youth Initiative

## MESSAGE THE CEO

Brandon Howard  
Chief Executive Officer



Jeremiah 29:11 says:

For I know the plans I have for you," declares the Lord, "plans to prosper you and not to harm you, plans to give you hope and a future.

Anglicare's vision is to support individuals, families and communities through loving service and sharing hope so that all people live a full life.

It is not the responsibility of a few, but it should be what drives us both individually and as an organisation, to provide hope so that all people live a full life. Over my short time at Anglicare, I have witnessed many examples of our staff, volunteers and parish/ministry partners' commitment and passion in wanting to make a lasting difference to the individuals, families, and communities in which we serve.

Hope comes in many forms, and we all have an opportunity to play a part in providing hope, and I have been humbled to see this hope in action across Anglicare's many programs and services. Each day our staff, volunteers and parish/ministry partners are active in providing this hope, through the supply of food, housing, family support, or just a listening ear, a conversation, a hug or even something as basic as a toothbrush. I encourage you to read this Annual Report, which will provide you with some insight into the amazing commitment of our teams and their impact within our communities.

Since COVID, Anglicare has seen a steady increase in the demand for emergency relief,

with some services seeing double the number of individuals and families than for the same time last year. The impact of the increased cost of living and the lack of secure housing has seen many individuals and families accessing emergency relief services for the very first time.

I want to acknowledge our staff, volunteers and our parish/ministry partners for their continued passion and commitment to the work of Anglicare.

I also want to acknowledge those that have gone before us, including the previous CEO Jeremy Halcrow and the Anglicare Board, who have all played a role in building Anglicare and navigating through some challenging times. I specifically want to acknowledge Lynette Glendinning (Presiding Member) and Greg Mills (Deputy Presiding Member) for their wisdom and leadership over an extended period. Their commitment and passion for the work of Anglicare has been unwavering and they should be humbly proud of their contribution.

Anglicare operates in some very challenging environments, with the continued tension between delivery of mission and finances, the increased level of scrutiny and compliance, increases in service demand, workforce challenges, not to mention the challenging individual and family environments that we operate within. This will require us to think differently, be agile and ensure that we don't lose focus on our vision.

No matter what the challenges, I do strongly believe in the strength of the collective. No one has a license on wisdom and knowledge - The strength of the team is each individual member, and the strength of each member is the team

I have been so impressed by Anglicare's healthy and engaging culture, which is central to the success of any organisation. It is the foundation of building a great organisation and high performing teams, that will ensure that we can deliver on long term sustainable mission.

To deliver long-term sustainable mission, the Board and Executive reviewed Anglicare's strategic plan and developed a strategic

## I am humbled to be part of the Anglicare team and I look forward to partnering with our staff, volunteers, and parishes over the coming year, as we journey together in providing hope.

organisational ambition which sits under Anglicare's Vision and Mission.

By 2026, Anglicare will be known for our innovation, that will deliver sustainable mission efficiently and effectively in regional NSW and ACT.

Sustainable mission is not just about Anglicare's finances, but it's also ensuring that we are able to attract and retain staff, achieve reasonable scale, build a strong reputation, and develop strong stakeholder and partnership relationships, while investing in internal business transformation and external service innovation.

As an organisation, Anglicare needs to transform the way we operate internally, so that we can innovate externally to meet the changing expectations that will be required in the delivery of our services and programs.

To deliver on this ambition, Anglicare will focus on six key strategic priorities:

- Creating an engaging and empowered environment that people want to be part of and builds capability in our people.
- Transforming the way we operate internally, that embeds systems and quality processes, increases the capacity in our people and promotes continuous improvement, leading to an organisational wide quality accreditation.
- Building sustainable mission led parish and community partnerships that delivers tangible outcomes and ministry opportunities.
- Driving practice and service innovation, that targets early intervention, integrated services, and communities, that delivers tangible client outcomes.
- Establishing a financially sustainable model
- Building a reputation as a reliable partner to our stakeholders

To support these strategic priorities, we have implemented a new organisational structure,

which identifies Anglicare's four Direct Client Portfolios:

- Community & Partnerships
- Youth & Families
- Early Years
- Safe & Affordable Housing

These portfolios will be supported with several strategic enablers.

However, Anglicare cannot achieve this ambitious agenda on our own; we need to build strong, integrated, and sustainable partnerships, across parishes, communities, and Government. – These are central to delivering mission outcomes and delivering hope for the many people we serve.

In building these partnerships, Anglicare wants to ensure that we are not just meeting the needs of vulnerable individuals, although that is extremely important, but we also want to invest in making a lasting difference in our communities, that will look to break the cycle of poverty and deliver generational change.

This reflects the life and character of Jesus, who had compassion for all but especially sought to be inclusive of the poor and vulnerable, lived a life of absolute integrity and sacrificial giving, and afforded dignity to all people.

Underpinning this is Anglicare's continued focus to invest into regional and rural NSW. Anglicare has had a long history in supporting regional and rural communities, in partnership with the Dioceses of Riverina and Bathurst. We are committed to continuing and building on these strong partnerships.

I would like to thank the Board, my Executive colleagues, Anglicare staff and volunteers for their support and encouragement as I have settled into the new role. I also want to acknowledge our various partners, including ADS Shared Services, our parish and ministry partners, various government and community organisations, and our individual and corporate donors. They all make an important contribution to delivering mission and I thank them for their support.

## MESSAGE

# THE BOARD

Lynette Glendinning  
Presiding Member



The Board serves Anglicare through its oversight and stewardship of Anglicare's purpose and effectiveness. Together with those who give their time (both paid and unpaid), those who support us financially and those who partner with us, we as Directors, share in the call of Jesus to share hope and offer loving service, so that all people may live a full life.

The Board has met seven times this year and Directors served on our four Standing Committees. Twice yearly we gather at Board Retreats to consider, discuss, pray and ultimately forge a shared mind as to the directions and critical decisions affecting Anglicare. In the past year, our significant tasks were the selection of a new CEO, setting Anglicare's strategic intent for 2023 to 2026, addressing financial challenges and strengthening our governance of Anglicare.

### New CEO

Anglicare's long-standing CEO, Jeremy Halcrow, resigned in October 2022. I would like to express the Board's sincere thanks to Jeremy for his dedication and significant contribution to Anglicare and the Diocese during his time as CEO. It was a period of significant growth and diversification for Anglicare. We were pleased to be able to formally thank and farewell Jeremy at Synod and the Annual Anglicare Awards dinner in late 2022. The Board acknowledges the service of Brad Braithwaite as interim CEO until February 2023.

I would also like to acknowledge the significant contributions of Simon Bennett and Ann Ponsonby, during their time with Anglicare, who, together with Brad Braithwaite, left Anglicare to pursue other opportunities.

In undertaking a rigorous recruitment process for a new CEO, the Board was pleased to attract a high-calibre field, many from interstate and with a diverse range of skills and experience. The Board selected Brandon Howard who has a track record of leadership in the health and social sectors, most recently with GEN U- a disability provider in Victoria. Brandon was able to demonstrate a sound understanding of our services and sectors, has been a Chief Financial Officer and as a person of active faith, demonstrated a strong commitment to Anglicare's purpose, vision and values. Brandon commenced with Anglicare in February 2023 and is currently leading a significant internal reorganisation to support our strategic intent.

### Strategy

Brandon joins Anglicare at a time of considerable volatility in the sectors in which we operate. Since 2018, Anglicare has built a strong culture of safety (both psychological and physical), in part due to significant investment into the Sanctuary program resulting in Anglicare being Sanctuary Certified in November 2022. Despite this, Anglicare has not been immune from broader workforce shortages and financial challenges, with demand for support services far exceeding funding received, and workforce shortages leading to recruitment challenges in many services.

Against this backdrop, our strategic intent is that Anglicare is well-known for high quality care and practice in regional NSW and ACT and to ensure the organisation is sustainable into the future. In the next three years, Anglicare will have a focus on ensuring that children, young people and their families receive innovative, integrated support, and that Anglicare supports vulnerable regional and rural communities

in which we operate. To provide integrated support, Anglicare must attend to its processes and systems, while continuing to strengthen the capability and culture of its people.

### Governance

In addition to our focus on positioning Anglicare and its leadership for the future, the Board has kept a keen eye on our financial position and enterprise risk.

The Finance and Risk Committee, Chaired by Ms Alexandra Spark, has been concerned with ensuring the financial sustainability of Anglicare. The current year's operating loss reflects funding pressures being felt across the sectors in which we operate, especially in out-of-home care, and workforce shortages, which affect most of Anglicare's services, but are critical in the early education sector. We were pleased to receive funding to grow our services relating to domestic and family violence in regional and rural areas.

Given the increasing challenges and expectations for robust governance within the sector, the Board is refreshing its focus on the quality and safety of care, which is largely under the oversight of the Care and Clinical Governance Committee. This Committee, chaired by Dr David Wallace, works to ensure that our services are safe, and consistently of high quality. This work is informed by monitoring of responses to critical incidents and reviewing performance of services across the organisation. The work of the Committee is strengthened by external experts who volunteer their time.

In early 2023, the Board welcomed the appointment of Mr John Wills who has a strong track record as a CEO and board director in early childhood education and other areas of Anglicare's services. We also farewellled Dr Bill Anscombe after many years of service on the Anglicare Board.

**I am grateful to my colleagues on the Board for their committed voluntary service. I especially want to pay tribute to our committed team of executives, managers, paid and voluntary staff who continue to take the purpose forward often in difficult circumstances and do so, as we say in the Anglicare prayer, for the joy of wholehearted loving service.**

**STRATEGIC AMBITION**

# ORGANISATIONAL STRATEGIES



To deliver long-term sustainable mission, the Board and Executive have been reviewing Anglicare’s ambition and strategic priorities over the past few months. Sustainable mission is not just about Anglicare’s finances, but it’s also ensuring that we are able to attract and retain staff, achieve reasonable scale, build a strong reputation, and develop strong stakeholder and partnership relationships, while investing in internal business transformation and external service innovation. All of this is required to ensure that we can achieve long term sustainable mission.

Building on Anglicare’s strengths, there are some key themes that have been identified as to our strategic ambitions. These themes include: creating an environment and culture that our people and volunteers want to be part of, becoming a leader in early intervention and the provision of integrated and wrap around services, that keeps families together and

creates generational change, building a reputation as a reliable and quality partner to Government, which includes being brave enough to do the hard stuff, transforming the way we operate internally so that our people and volunteers can focus on delivering mission move efficiently and effectively, and building a financially sustainable model.

This ambition will extend across the regional and rural areas in which we operate, with a continued strong commitment to supporting and empowering communities in regional and rural centres.

To achieve this ambition, there will be a strong focus on internal business transformation, changing the way we operate internally, and investing in innovating our services and programs externally. We need to become an organisation that creates an environment and mindset that promotes innovation and embeds a culture of continuous improvement.

Anglicare’s Bushfire Recovery Team at the National Arboretum, Canberra - Ngunnawal/Ngambri Country.

**Anglicare recognises that as a social services organisation it must demonstrate a commitment to socially just and environmentally responsible activities across the organisation.**



## STRATEGIC AMBITION

# CLIENT PORTFOLIOS

In reviewing Anglicare's operating model and organisational design, the key focus was to ensure that any changes support the execution of Anglicare's strategy, and ultimately delivers on long term sustainable mission.

The Community & Partnerships portfolio could be defined as the 'DNA' of Anglicare and strongly connects with our parishes and communities. It includes our emergency, disaster and bushfire relief, our retail and parish op-shops, parish partnerships, and rural chaplaincy.

The Family & Youth portfolio will include all the NSW Permanency Support Program services, ACT, South Coast and Wagga Youth and Family programs, including all services at the Junction, and Financial Counselling.

The Early Years Portfolio covers the provision of services across Anglicare's early learning centres and out of school hours care, playgroups, and family day care. Aligning to Anglicare's strategic intent, there is an opportunity to sustainably expand this portfolio, with a focus on wrap-around and early intervention service innovation. Leveraging off Anglicare's Sanctuary accreditation as a point of difference, together with the potential development of new early learning sites through parish partnerships, will play an important part in growing this portfolio sustainably.

The final direct client service portfolio is Safe & Affordable Housing. This portfolio covers all of Anglicare's current and future property portfolio, including retirement living, social, affordable and domestic violence accommodation, specialist homelessness and domestic violence services.

### COMMUNITY & PARTNERSHIPS



**Integrated parish & community partnerships**

### YOUTH & FAMILIES



**Early intervention focusing on keeping families together**

### EARLY YEARS



**Holistic early learning services that strengthen families & create communities**

### SAFE & AFFORDABLE HOUSING



**Housing solutions that create a safe place to grow & thrive**

Staff from the Anglicare Retail store in Phillip, ACT - Ngunnawal/Ngambri Country.





2022/2023 ANNUAL REPORT

# OUR HIGHLIGHTS

Our year of growth

APPOINTMENT OF NEW CEO



JUNCTION VAN LAUNCH



RENTAL AFFORDABILITY SNAPSHOT



SANCTUARY CERTIFICATION



VOLUNTEERS WEEK EVENT



20 YEARS OF CYCLOPS



OPENING OF LITTLE LUXTON



HOME STRETCH  
Extending care to 21 years in New South Wales



COMMUNITY RECOVERY GRANTS LAUNCH



STARTING FRESH LAUNCHED IN BATLOW



CARE EXTENDED TO 21 IN NSW



APPEAL FUNDRAISING TOTAL \$1MILLION

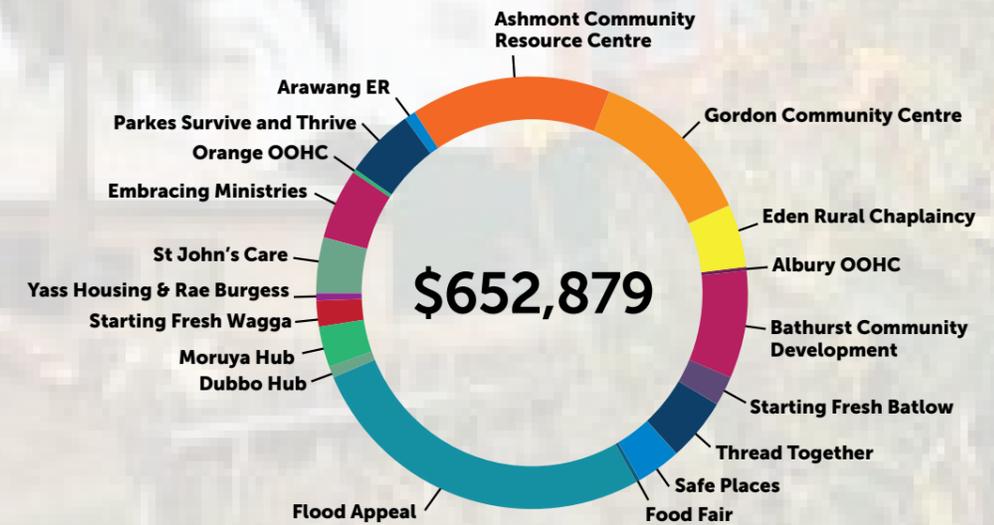


TURNING OF THE SOD FOR YASS HOUSING



Client Kelly & her daughter  
Crystal from the NSW South  
Coast - Yuin Country.

## YOUR GIVING 22/23



St John's Care   Case management support	\$27,500
Embracing Ministries   Children with disabilities + their families	\$35,000
Orange OOHC   Out of Home Care & Support	\$2,000
Parkes Survive and Thrive   Emergency relief + community programs	\$34,952
Arawang ER   Emergency relief	\$4,469
Ashmont Community Resource Centre   Emergency relief & programs	\$98,236
Gordon Community Centre   Emergency relief + community programs	\$81,147
Eden Rural Chaplaincy   Sapphire Coast Parish	\$31,278
Albury OOHC   Out of Home Care & Support	\$1,667
Bathurst Community Development   Emergency relief + programs	\$52,854
Starting Fresh Batlow   Assisting young people in Batlow	\$15,121
Thread Together   Assisting young people in the Riverina	\$30,878
Safe Places   Goulburn Emergency Housing	\$20,977
Food Fair   Emergency food relief to the Queanbeyan community	\$1,881
Flood Appeal	\$174,743
Dubbo Hub	\$3,750
Moruya Hub	\$19,731
Starting Fresh Wagga   assisting young people in Wagga	\$13,450
Yass Housing & Rae Burgess   Emergency Housing & Support	\$2,700
<b>TOTAL</b>	<b>\$652,879</b>

Anglicare relies on the generosity of donors to help us fund our programs which receive little or no government funding. These services meet critical needs in vulnerable communities, and we are extremely grateful for the continued support of our donors.

While Anglicare is able to disburse some funds, such as crisis funding or program-specific funding in the same year in which they are received, often funds are disbursed in the following financial year.

\*Services with fundraising under \$1000 are not included in the graph.

# COMMUNITY & PARTNERSHIPS

Integrated parish and community partnerships.

Anglicare staff and volunteers at the opening of the Bathurst Emergency Relief Hub, with the reveal of Baz's Bench - Wiradjuri Country



## DISASTER RECOVERY

- The Disaster Recovery (DR) team responded to flooding in the Parkes/Eugowra/Cootamundra regions in November of 2022 with volunteers activated in the immediate aftermath to assist families through evacuations, loss of property and heartbreaking cleanup.
- Five DR team members were activated to respond to fires in the Crookwell/Taralga area in March.
- Accidental Counsellor training with Saul Nightingale was offered to DR leaders and volunteers in May, providing practical guidance for safely engaging with individuals who have experienced crisis.
- The DR volunteer mobile activation app is in its final testing phase. The app will greatly aid in broadcasting DR events and allow volunteers to indicate their availability. Additionally, it will assist in generating reports on volunteer hours per activation for Government reporting purposes.
- Disaster Recovery Team Leaders Forum – In May, DR team leaders and Anglicare staff met in Canberra to connect and discuss recent activations, team changes, succession planning and shared learnings. This was the first such in-person forum in a number of years and a precious time to coordinate, plan and learn from one another.
- Regional Disaster Recovery Coordinator, Helen Bennett was recognised for 20 years of service to Anglicare. Starting in the aftermath of the Canberra bushfires, Helen's passion for helping those impacted by natural disasters has led to decades of ensuring our volunteers are well equipped and ready to assist during times of crisis.
- A number of DR volunteers from Bungendore joined other Anglicare volunteers in the National Volunteers Week morning tea to hear a talk from social psychologist Hugh Mackay AO.

## BUSHFIRE RECOVERY

Three years on from the devastating Black Summer Bushfires, Anglicare's Bushfire Recovery team continued to support impacted families, individuals and communities through local grants, financial counselling, intensive case management and the provision of relief funds, advice and advocacy—particularly for those navigating rebuilding challenges.

This year, the Bushfire Recovery team distributed over \$1 million in relief funds to vulnerable community members, provided intensive case management to over 30 clients per month, assisted with rebuilding coordination for more than 10 families per month\* and continued to operate drop-in hubs in Batlow, Moruya and Cobargo.

Our Rebuilding Advisory service, unique in Australia, connects experts in construction and home-building with vulnerable families navigating the complexities of re-building following a natural disaster. With the majority of the homes destroyed in the fires yet to be rebuilt, this service provides critical advice regarding re-building options and risks.

This year the Community Recovery Grants program, designed to fund local-led projects that support recovery and promote community cohesion in disaster affected areas, distributed \$40,000 across 22 projects. Individual projects received up to \$2000 toward community events, initiatives or activities. While the program was initially intended to support bushfire impacted areas, grants were made available to the flood-affected communities of Parkes, Eugowra and Cootamundra in early 2023.

Focusing on resilience-building and the importance of connection within impacted communities, the Bushfire Recovery team facilitated and participated in dozens of local events throughout the year. Highlights include Deconstruction Construction, a gathering for owner-builders to consult with local building and construction experts; the Resilient Towns Initiative, a UNSW project aimed at enhancing resilience, preparedness and mitigation across five towns in the Snowy Valleys; and Bus Stop Breakfasts, providing free breakfasts for children travelling to school from Batlow to Tumut.

Funding for the Bushfire Recovery program, provided by the Federal and NSW governments' joint Bushfire Local Economic Recovery Package, was initially due to expire at the conclusion of this financial year (2022/23). However, the deep relationships, trust and understanding developed by Anglicare staff, living and operating in the regions, allowed a compelling case to be made for extension. Program variations have been proposed to match evolving needs and have been approved by funding bodies, along with the continuation of funding through to the end of the 2023/24 financial year.

Chaplains from the Anglican Diocese continued their work with the Bushfire Recovery team this year, providing ongoing case management and support to families managing their recovery journeys. Unfortunately, bushfire-specific chaplaincy services ended with the close of the financial year.

*\* Monthly figures are based on an average of total annual clients divided by 12.*

## CASE STUDY: BUSHFIRE RECOVERY FINANCIAL COUNSELLOR

# Chris Heckenberg

The Bushfire Recovery team continues to provide ongoing advocacy for bushfire impacted families. In particular, the team has focused on assisting those experiencing rebuild failures and/or loss of finances resulting from engagement with companies (since unlicensed) formerly operating in the South East of NSW.

*"When working in rural areas it is particularly important to meet face to face with people. Community leaders, service providers and clients all appreciate checking-out and summing up a person in the flesh."*

*"I would never give up my job."*

## RETAIL & OP SHOPS

At the conclusion of our first fully post-pandemic financial year our three Anglicare-run op shops, in Erindale, Phillip and Queanbeyan witnessed growth in their customer base, volunteer numbers and in those seeking food support and emergency assistance. Increased profits have meant additional funds redirected towards Anglicare community support services at an essential time when need continues to rise. In Queanbeyan, emergency assistance was provided to nearly 100 more clients than the previous year. Our Food Fair program, also run from the Queanbeyan shop, and supplying low-cost groceries to people surviving on government supports, saw a similar increase in demand, helping an average of 280 customers per month. An additional 264 people received food and clothing emergency relief through our Queanbeyan store this year.

To support retail staff and volunteers, and to enhance service delivery for participants, trainings were offered through the year including First Aid, Accidental Counsellor Training and Dealing with People in Difficult Situations. As always, we are thankful for the generous and ongoing effort of our volunteers, without whom our stores could not operate.



# 4100

Average monthly customer numbers for all retail stores.



# 63

Volunteers through all retail stores.



# 280

People used Anglicare's Food Fair program every month.

## DISABILITY SERVICES

This year, in the lead up to an NDIS National Quality and Safeguard Commission-required audit, additional focus was given to ensuring our disability services are meeting all applicable NDIS Practice Standards and Quality Indicators. The audit itself, which took place in August of the 2023/24 financial year, was successful across all disability service locations, extending our approved-provider status for a further 3 years.

The disability team, supported by finance and business development, has continued the implementation of their newly adopted client management system, Visualcare. Highlights of the new system include an integrated app that allows disability support workers flexible access to all relevant participant information, and advanced reporting options that provide valuable perspective on aspects of service delivery such as support coordination and plan management. Throughout the year, the disability team has collaborated with Visualcare developers to create, design and incorporate a staff handbook for the new system.

An ongoing focus of our disability services is ensuring staff are provided with professional development opportunities that build upon existing skills and knowledge areas to ensure quality outcomes for participants. This year, all disability service staff participated in refresher training, either through online eTrainu courses or through Anglicare College.

Our disability day centres in Goulburn, Crookwell and Holt have continued to experience growth due to their unique ability to provide disability participants regular opportunity for engagement with peers and the community through various internal and external recreation activities.

Anglicare was selected by the ACT Department of Health as a chosen provider of their Community Assistance and Temporary Supports (CATS) program, providing short-term, in-home support to those experiencing an illness or injury to prevent the need to enter hospital care. Anglicare will coordinate our CATS service through the team at the Holt Disability Day Centre.



# 21,000

People assisted through our emergency relief hubs.



# \$1million

in relief funds distributed this year from the Bushfire Recovery team to vulnerable community members

## EMERGENCY RELIEF

Our emergency relief services saw a 61% increase in demand this financial year, driven by high interest rates, record low rental affordability and an overall increased cost of living that disproportionately impacts the most vulnerable members of our communities. Overall our emergency relief hubs directly assisted approximately 21,000 people, compared to 13,000 in the previous financial year.

An internal adjustment to the funding distribution process has assisted in directing funds appropriately to best meet the increased demand across our region. Where previously funds were allocated on an annual basis, this is now done monthly, making for a more relevant and reliable system.

Funding for our emergency relief services continues to come through a combination of donor gifts and Department of Social Services (DSS) support. We remain grateful for the ongoing generosity of our supporters for their financial and goods-in-kind donations which were considerable this year. The renewal of our contract with DSS through the 2024/25 financial year indicates their trust in our capacity to continue to attend to the needs of vulnerable community members in the areas where we operate.

Many of our emergency relief hubs across the region are housed within Anglican parishes. These parish relationships remain essential as they offer a physical space to operate, trusted access to the communities we serve and connection to the volunteers whose efforts make the daily provision of services possible.

Regional areas faced particular challenges this year. The emergency relief hub in Moruya, initially opened in response to the Black Summer Bushfires, has continued to see a growing homeless population with many regular clients living full-time at campsites. In response, the team has actively engaged with local businesses whose donations supplemented the service throughout the year. Our Emergency Relief Hub in Bathurst has also seen a stark rise in demand, with a continued high proportion of clients associated with the local justice system and nearby prison. The team in Bathurst has catered to this demographic with a non-judgemental approach and chaplaincy support. In Orange, where we don't currently operate out of a physical location, our partnership with the Orange Baptist Church allowed us to provide outreach emergency relief deliveries twice weekly throughout the year.



# YOUTH & FAMILY

Early intervention focusing on keeping families together.

Youth Worker from The Junction assisting a client in ACT - Ngunnawal/Ngambri Country.



## PERMANENCY SUPPORT PROGRAM (PSP)

Much of this year focussed on preparing for re-accreditation through the Office of the Children's Guardian for Foster Care/Residential Care and the renewal of our PSP contract. This shared effort was carried out across our programs and teams alongside a change in leadership in the PSP portfolio. In September, we said goodbye to former Executive Manager PSP and Principal Officer, Ann Ponsonby who moved on from Anglicare following 10 years of dedicated service. We then welcomed Executive Manager Children & Families, Tracey Hall, in October.

Staff recruitment remained a concern this year and a concerted effort was made to rebuild teams across our programs, while leveraging our existing expertise to guarantee a consistency of practice at all locations and levels and to ensure positive outcomes for the children and young people in our care.

In line with Department of Justice (DCJ) policy reform, we continued the process of transitioning Aboriginal children and care households from our programs to Aboriginal Community Controlled Organisations (ACCOs). This initiative is designed to address the overrepresentation of Aboriginal children in care settings, and hopes to promote greater wellbeing for Aboriginal children in care by allowing genuine connection to community and identity, something we strongly support.

Achieving Sanctuary certification for our PSP programs was a significant milestone this year. While certification was organisation wide, the application of Sanctuary's trauma-informed model to OOHc programs is especially significant as it means we are actively ensuring safe environments for staff and participants with a high risk of trauma.

We continued our work this year toward initiating our Wagga Beach Canoes project. A follow-on from our successful Eden Canoes project, which connected Aboriginal youth from Eden Marine High School with Indigenous elders through a hands-on canoe-building project, the Wagga Beach Canoes initiative intends to do the same with Anglicare PSP participants. The project is intended to build self-efficacy, create community connections and provide an opportunity for healthy relationship development for vulnerable youth.

Recruiting and supporting foster carers remains an ongoing priority. Our St Saviours teams continue to see increases in the number of kinship carer assessments made due to transfers received from the DCJ.

As long proponents of the Home Stretch campaign we were thrilled with the decision by NSW government to extend the age that young people in foster care can continue to receive support from 18 to 21. This decision will work to ensure better outcomes for those leaving care, who often need additional support as they adjust to independent living. Our Therapeutic Supported Independent Living (TSIL) program provides such care by supporting young people over the age of 16 to transition from PSP to independent living, self-reliance and adulthood. There were 15 young people accommodated through our TSIL program this year and we hope to reach greater number next year.

### INTENSIVE THERAPEUTIC CARE

In partnership with provider, MacKillop Family Services, 37 young people were assisted through our Intensive Therapeutic Care program this year. Designed to help meet specialised needs, staff members and carers are required to complete high levels of trauma-informed training in order to provide the best support. This one-to-one approach allows children and young people to have greater levels of individual attention and care, giving them enhanced opportunities to heal and thrive.

### PREMIER'S YOUTH INITIATIVE (PYI)

The Premier's Youth Initiative is a NSW government-funded program to assist young people 18 years of age and over who have exited care. Funding is currently available until June 2024. The service provides continued case management and support allowing young people better opportunities such as securing safe and affordable accommodation, ongoing education, and moving into the workforce. The program is currently at capacity with a number of young people set to graduate in the coming months. Staff shortages have been a challenge and limited the number of young people we have been able to admit into the program. We have an extensive waiting list of applicants through community referrals and our South West Sydney Eligibility List provided by the NSW Department of Communities and Justice.

### CASE STUDY: FOSTER CARE

Allira

Allira's story shows how fostering can fit even within a busy household. A single mother of two and a full-time student, Allira was initially tentative about her chances of becoming a carer.

*"While I was sure it was something I could do, I wasn't sure how my situation would be seen", she said. Anglicare supported Allira through the comprehensive training and assessment process. Now, as Allira provides long term care for a young boy, she continues to connect regularly with the Anglicare team.*

*"With my case manager I feel comfortable to send her text messages whenever I've got a question. She has been very approachable." Allira's confidence and generosity as a carer have allowed her to successfully take on this important and impactful work. "I didn't think it would be a smooth transition", she said.*

*"I thought that there would definitely be challenges, and there obviously has been. There are a lot of appointments and having to adapt to different situations but overall it has been well and truly worth the love and the happiness he brings".*

## CYCLOPS

CYCLOPS (Connecting Young Carers to Life Opportunities and Personalised Support)

This financial year marked 20 years of CYCLOPS providing specialised support services to young carers in the ACT. It also saw a trial re-launch of their in-school young carer program, Making Education Work, which garnered positive feedback from trial participants and is set to roll out across 8 schools in 2023/24. Young carers often experience disadvantage and personal sacrifice in their role as carers. CYCLOPS remains dedicated to offering the practical support, developmental opportunities and social engagement young carers need to thrive.



43

Siblings, parents, and family members were supported over the financial year.



115

Young carers were supported over the financial year.

## STARTING FRESH

Our Starting Fresh program, based in Batlow, continues to make significant strides in empowering local youth with essential life skills, educational support, and personal development opportunities. The program is open to young people aged 9-17 and is split into a junior group (ages 9-11) and senior group (ages 12-17). Attendance numbers have remained steady in the junior group this year, while showing considerable growth in the senior group, a reflection of the program's ability to effectively engage with this demographic.

The weekly Morning Movement sessions have been consistently well-attended, with between 10-15 participants regularly joining. These sessions offer an

opportunity for physical activity, social interaction, and personal growth and include a "Bus Stop Breakfast" which allows attendees to be nourished before school.

A highlight this year has been our Police Liaison initiative. Establishing a productive relationship with the local police force has encouraged at-risk youth to join the Starting Fresh program, re-engaging them with the local community and their peer groups. This has helped significantly reduce the incidents of vandalism and other youth-related criminal issues in the local area and contributed to a safer and more supportive environment for our youth and community.

## RECONNECTING HOME

What was formerly named the Homeless Youth Assistance Program was rebranded this year as Reconnecting Home, in an effort to better describe the program's goal of reconciling young people with their families, whenever safe. The program offers early intervention support and financial relief to young people aged between 12 and 15 within the Murrumbidgee region who find themselves homeless, or at risk of becoming homeless. Staff work with youths to build life skills, prioritise school, prepare for independent living and offer connection to other supports in the community.

## JOINT SUPPORT PROGRAM

Caseworkers in our JSP program continued their efforts this year in supporting young people under the supervision of Juvenile Justice. Working to establish positive relationships and interactions in the community, caseworkers engage with young people and their families to transition away from lifestyles that lead to conflict with the justice system and to establish positive relationships and interactions within the community.

## THE JUNCTION

April 2023 marked 25 years of The Junction providing specialised health care and support services to at-risk young people in the Canberra region. This milestone was celebrated alongside the launch of a new mobile health clinic which was generously financed through a grant from the ACT Health Directorate. Extending the Junction's existing health services through a flexible delivery model, the outreach van is a first of its kind in the Canberra region designed specifically to support hard-to-reach young people who experience barriers to accessing traditional supports.

Demand for emergency relief among Junction participants increased 76 percent year on year as of June 2023, in-line with continued cost of living stress. The Junction also saw a 27 percent increase in health appointments, leading to a renovation of the reception area and re-purposing of office space to clinical space, as required.

School groups and social groups continued to expand and develop this year. The Junction facilitated 14 group sessions at nine schools across Canberra, providing students the opportunity to discuss topics like consent, relationships, communication and self-

care in a safe and non-judgmental way. The Junction's weekly Art Group remains relevant, providing social engagement and creative expression for often isolated young people.

In August of 2022, a Youth Reference Group (YRG) was created to promote a consultative approach to service delivery. YRG members provide valuable input in relation to processes, program delivery and accessibility, and offer suggestions for future activities. A member from the YRG is regularly invited to join interview panels for relevant positions to lend a client voice to the recruitment process.

The Junction continues to offer trainings and events catering to the needs of their specific client base. In March, the service provided a free First Aid training course to 11 vulnerable young people, while in April they facilitated a Pre-Learning Licence Training course for 13 young people who missed out on in-school training. Also in March, the latest Junction Clothing Swap took place, this time run largely by members of the YRG, and was a valuable social opportunity for vulnerable young people to find gender-affirming clothing to suits their needs and style.



*"I've never had an external group that's been better received than this one. Every time we do it we get overwhelmingly positive feedback!"*

- Feedback received from a school youth worker about a session facilitated by The Junction.

## FINANCIAL COUNSELLING

Two new financial counsellors have joined the Anglicare South Coast team, with another addition expected in Goulburn soon. Funding for financial counselling in the region increased following the Black Summer Bushfires, and with many families still impacted by that devastation now facing high interest rates and high food costs, the need for financial assistance continues.

## NO INTEREST LOANS (NILS)

Our No Interest Loans (NILS) team, based in Dubbo, experienced an increase in demand this financial year, approving 24% more NILS than the previous year and fielding demand from a greater geographical area.

As the cost of living impacted vulnerable individuals and families throughout NSW and the ACT, many NILS providers reached their capacity or required wait-times of 4-5 weeks for approval, leading our team to assist clients from an extended area around the region, often over the phone.

# EARLY YEARS

Holistic early learning services that strengthen families and create communities



Children playing at Googong ECEC, NSW - Ngunnawal/ Ngambri Country.

## EARLY LEARNING

Official Sanctuary certification, announced in May 2023, resulted in our Early Childhood Education and Care services becoming the first in Australia to achieve internationally recognised trauma-informed accreditation. The framework provided by the Sanctuary model guides our early learning services in implementing a range of individualised programs, trainings and creative approaches to enhance outcomes for children in a trauma-aware and culturally safe way.

A weekly mindfulness and movement yoga session is now offered by both preschool locations, while many centres have developed holistic music programs, combining basic concepts with motion and drama. The Calwell Early Childhood Centre has engaged a trained art-educator to voluntarily facilitate art sessions and the Googong Early Learning Centre began an 'Art in the Bush' program consisting of monthly visits to the Royalla Commons, utilising natural materials and traditions of local Aboriginal communities. Other innovative programs initiated by centres include a fortnightly intergenerational playgroup where children engage with residents from a local retirement village, participation in FrogWatch and the Aussie Bird Count, regular Aboriginal storytelling sessions, joining local reconciliation walks and becoming a Lids4Kids collection centre to gather and sort plastic bottle lids for recycling.

Addressing staff shortages and facilitating staff training has continued to be a priority this year. While enduring vacancies have required ongoing recruitment,

essential roles were filled including an additional full-time Family Day Care Educator in Goulburn and the appointment of a new Director for the Goulburn Early Childhood Centre. Also in Goulburn, despite facing the challenge of absorbing additional children following the closure of a nearby early learning centre, five Goulburn-based educators were nominated for Family Day Care Australia's Excellence in Family Day Care awards, including winner Louise Hill who has been an educator with Anglicare for 30 years.

Across our centres, multiple staff members completed or are completing coursework through Anglicare College, including Diplomas of Early Childhood Education and Care and a Graduate Certificate of Developmental Trauma. Staff also continue to participate in internal, centre-specific trainings. Particularly, the Googong Early Learning Centre registered as a Be You organisation and completed training to promote mental health and wellbeing among children, while staff of Anglicare at Franklin Early Learning attended workshops focusing on language and literacy and protective behaviours. Anglicare at Southern Cross Early Childhood School has engaged in an ongoing collaboration with the Australian Education Research Organisation to implement evidence-based teaching practices intended to help teachers and educators recognise the specific types of learning and development that contribute to holistic outcomes for all children. We look forward to learnings from this unique collaboration being shared across our centres and more broadly through the sector.



**152**

staff working in Anglicare's early learning services



**801**

children were enrolled at Anglicare's Early Learning Service.





Children playing at Googong ECEC, NSW - Ngunnawal/ Ngambri Country.

*80% of participants feel more confident in their ability to provide a safe, nurturing and educational environment for their children.*

Lifetime Learning highlight.

### LIFETIME LEARNING

Designed to connect with and empower local First Nations families in the Riverina region, our Lifetime Learning program supports parent engagement and attachment and presents healthy parenting practices in a culturally safe way that promotes cultural inclusion and community connection. A survey of this year's participants found that 80% feel more confident in their ability to provide a safe, nurturing and educational environment for their children as a result of the program.

### HIPPY

Home Interaction Program for Parents and Youngsters (HIPPY).

Run from the Ashmont Community Resources centre, our HIPPY program supports parents to engage with their young children, promote an early love of learning and increase school-readiness. The program reached 44 families this year through home visits, parenting skill development, tutor-led role play and supported playgroup sessions.



# SAFE & AFFORDABLE HOUSING

Housing solutions that create a safe place to grow and thrive.



Kasy Chambers from Anglicare Australia Addressing media on the Rental Affordability Snapshot 2023, ACT - Ngannawal/Ngambri Country.



## RETIREMENT LIVING

To prioritise resident wellbeing and safety, there was a heavy focus this year on staff recruitment and retention. Each of the three retirement villages now employs a dedicated, full-time Village Manager to act as a single point of contact for residents, their families and staff members. Additionally, full-time, in-house teams of grounds and maintenance workers have been hired across the three villages. This move has improved efficiency and quality of service for residents, while limiting the need for external contractors also increases safety and consistency within the communities.

All three retirement villages reached 100 percent occupancy this year and expressions of interest in

each village continue to rise. This trend has been driven by word-of-mouth recommendations from current residents and speaks to the leadership and dedication of former General Manager of Seniors Living, John Vilskersts, who retired following 15 years of service to the organisation.

In June, as evidence of the organisation's dedication to the Retirement Living Code of Conduct and commitment to providing industry best practices, all three villages received mid-cycle re-accreditation by the Australian Retirement Village Accreditation Scheme (ARVAS).

## CASE STUDY: HOMELESSNESS CLIENT

*Kelly*

Kelly and her teenage daughter Crystal are among a growing number of homeless on the south coast of NSW who have had no choice but to live full-time in campsites where they sleep alongside rats and snakes, take cold showers, and receive daily threats of violence.

The responsibility for helping them, and other vulnerable community members, has fallen

mainly on services like Anglicare who visit the North Head Campground weekly, bringing essential food, personal items, clothing and towels to those who desperately need them.

*"Without Anglicare we would be going through rubbish bins for food, or begging. If we were still here at all", said Kelly. "That's the truth. They've let me keep my pride."*

## HOMELESSNESS & HOUSING

An extended crisis in housing affordability across Australia resulted in an increased demand for our housing and homelessness services this financial year. Anglicare’s Rental Affordability Snapshot, an annual benchmark for national and regional housing stress released in April, revealed an average overall 11 percent increase in rental rates across the country from March 2022 to March 2023—with some of our regions seeing rates increase as much as 50 percent in that timeframe. Over the past 2 years alone, median rental rates increased 45 percent in Goulburn and 61 percent in the Yass Valley, while vacancy rates remained below 1% in many parts of the region.

The combination of spikes in rental rates and record low rental availability has been devastating for those surviving on minimum wage or government supports. This year’s Snapshot showed that within our region 0% of rental properties were found to be appropriate and affordable for single income households receiving jobseeker or youth allowance payments; while across Australia, less than 1 percent of rentals were affordable for a person earning full-time minimum wage.

Our three Specialist Homelessness Services in Goulburn, Yass and Eurobodalla, have been active in addressing the rise in need seen over consecutive years—assisting 970 individuals this year, of which 34 percent were children.

In August, Anglicare purchased 4 properties in Goulburn to function as social housing options for

women and children fleeing domestic violence. Combined with existing short, medium and long-term housing assistance options managed through the Goulburn office, these new properties add to Anglicare’s ability to provide a continuum of care for clients navigating housing difficulties. By meeting varied accommodation needs we provide participants secure places to recover from trauma and build self-empowerment and resiliency skills. This is particularly important for participants escaping domestic violence, which nearly 40 percent of our housing support participants are.

Also in August, Anglicare received funding through the Community Housing Innovative Fund (CHIF) to purchase eight properties in Wagga Wagga to use for social and affordable housing. While in March we broke ground on what will become six new crisis accommodation units in Yass. Once completed, the Anglicare-run housing will provide a refuge for local individuals and families who would otherwise face homelessness.

The Moruya Emergency Relief Hub, which was started as a response to the Black Summer bushfires, has remained open to address growing community need due to costs of living increases and the rental crisis. Our housing support teams in Moruya regularly visit local camp sites to assist people who have no other options but to live long-term in tents.



**970**

individuals assisted this year through our three Specialist Homelessness Services.



**40%**

of our housing support participants have been impacted by domestic violence.

## ADVOCACY

Social housing waiting lists across Australia have grown by over 17 percent in just three years, highlighting the urgent need for more affordable housing options for low-income households. Anglicare sees an increase in funding for specialist crisis and homelessness services as essential to support those who have been displaced and are struggling to secure housing. In the meantime, Anglicare continues to provide

support for those in need—including emergency food relief to a growing number of fully-employed individuals who are straining under high rental rates. However, the severity of the current housing crisis will require meaningful solutions from local and federal governments. Without additional government support, the current service capacity will struggle to sustain the existing demand.



## TEAM

# OUR PEOPLE & CULTURE

Our vision is to transform the lives of those in need through our advocacy and holistic care. Fundamental to this vision, is ensuring that we are helping to improve the lives of vulnerable people by delivering the highest quality service. To achieve this, Anglicare promotes

a democratic culture of open communication and consideration of all individuals' backgrounds and perspectives. Our commitment to the Sanctuary model allows us to achieve positive growth and change for everyone in our Anglicare community.

## STAFF TRAINING

Anglicare College operates as a Workforce Development Unit and Registered Training Organisation providing nationally accredited qualifications and courses specific to community services, early childhood education and care and individualised support. The College provides a platform for Anglicare to build upon their culture of innovation, learning and continuous improvement by offering work-focused training and professional development to staff, volunteers and others joining the industry.

As the college returned to a balanced in-person/online approach following pandemic era restrictions, there was renewed focus this year on strengthening the learning environment and quality of training by applying feedback from students, trainers, service managers, industry and staff, and recommendations from government agencies, including education and training, health and community services.



**23**

students enrolled with Anglicare College (RTO 881177).



**167**

Disaster Recovery Volunteers.



CYCLOPS team receiving a staff recognition award at the Anglicare Leadership Forum, ACT - Ngunnawal/Ngambri Country.

## THANKING OUR PARTNERS

# SUPPORTERS & PARTNERS

# Thank You

Many of our services rely on partnerships with local churches, communities, businesses, schools and individuals. These essential relationships assist Anglicare in ministering to those experiencing hardship in the community and permit us to meet a wider range of needs than would otherwise be possible. We are thankful to all those that partnered with us this year.

### Supporters and Donors

By providing material, financial and prayerful support throughout the year, our supporters and donors enhance the effectiveness and reach of our services and allow us to continue to develop our programs to meet evolving demands.

### Volunteers

Our team of over 600 volunteers remains essential to our disaster recovery and emergency relief services and to the daily operation of our retail stores. This year we offered volunteers opportunities for training and growth within the areas where they operate, including First Aid, Disaster Recovery Training, Accidental Counsellor Training and Dealing with People in Difficult Situations.

We are in the process of recruiting for a leadership position in the volunteer space, aiming to develop a more robust strategy for volunteer management and engagement. We thank all of our volunteers who have been patient through this process and we look forward to providing additional, focused and dedicated support in the coming financial year.

### Parish Partners

Our parish partners continued to provide vital assistance this year in the regions where we operate, building upon our enduring connection to the Anglican Church from which we originated

Our annual Anglicare Sunday event, held each October to align with anti-poverty week, is a time to thank parishes for their ongoing support in providing volunteers, prayers and donations and to celebrate the accomplishments our shared work has achieved. This year's Anglicare Sunday saw nearly 40 parishes participate, with many welcoming Anglicare staff to speak on the day.

We are thankful for our ongoing relationship with Lanyon Valley Anglican Church who partnered with us again this year in running the Gordon Community Centre in Canberra, providing emergency relief, community support, playgroups and activities to the local area.

By working with us at parish based op-shops and helping connect us to volunteers, donors and prayers, parish partnerships help promote our shared mission to create positive change in the lives of those experiencing disadvantage. We are thankful for the ongoing support these relationships bring.

### Community Partners

Especially important in the regional and rural areas we serve is the ability to gain trust within a community. Community partners who offer advice and share local knowledge, allow us to provide appropriate services that engage with local families and individuals in an honest, meaningful and transformative way.

### Government

We are grateful for the support of Commonwealth, NSW and ACT governments in identifying Anglicare as a capable and trusted service provider and for the ongoing funding provided for specific Anglicare services and initiatives. This support allow us to make a difference in the lives of a greater number of families and individuals across our geographical footprint.

## COMMUNITY PARTNERS

ADFA Cadets  
AMH Auto Group Moruya  
Anglicare Australia  
Animal Rescue Cooperative  
APS Foundation  
ArtFull Therapy  
ARV Castle Hill Men's Club  
Australian National University (Griffin Hall)  
Australian Online Giving Fund  
Baby Bunting  
Batemans Bay Lions Club  
Bathurst Uniting Social Services  
Batlow RSL Club  
Bench Marque Solutions Pty Ltd  
Benevity Workplace Giving  
Blue Wheelers Banks  
Carers ACT  
Charles Sturt University  
Club Catalina  
CMR Lees Pty Ltd  
Community Impact Foundation  
Country Women's Association Canberra Branch  
Country Women's Association, Moruya  
D & S Taber Electrical  
Dacey & Partners Accounting  
Denrith Pty Ltd  
DFAT Social Club  
Dunedoo AWA  
Families ACT  
GIVIT  
Good2Give  
Hands Across Canberra  
Lifestyles  
Little Luxton  
Manildra Flour Mills Pty Ltd  
Marigal Gardens Retirement Village  
Merchant Campbell  
Moruya Bowling Club  
Multicultural Hub Canberra  
Newcrest Mining Limited Cadia Valley Operations  
Orange City Council  
OzHarvest  
Parbery Consulting  
Paypal Giving Fund  
PCYC Canberra  
Presentation Sisters  
Ramsgate RSL Fun & Fitness  
Relationships Australia  
Richard Harvey & Associates  
Roads & Maritime Services  
Rotary Club of Goulburn  
Rotary Club of Wollundry  
SecondBite  
Share the Dignity  
Southern Highlands Food  
Specialty Anaesthesia  
St Vincent de Paul Society Canberra/Goulburn  
Tesselaar  
The Allambee Club  
The Carevan Foundation  
The Little Village Markets  
Three Mills Bakery  
United Riders Social MC  
Uniting Care - Kippax & Tuggeranong  
Victoria Shakespeare Trust  
Wagga Wagga Takes 2  
Wanniassa Dental Surgery  
Woden Community Services  
Woolworths Erindale  
Woolworths Moruya  
Youth InterACT  
YWCA Canberra

## CHURCH PARTNERS

All Saints Anglican Church, Kwinana  
All Saints Cathedral, Bathurst  
Anglican Churches Springwood  
Anglican Diocese of Bathurst  
Anglican Diocese of Grafton  
Anglican Parish of Batlow  
Anglican Parish of Berridale and Snowy Mountains  
Anglican Parish of Cardiff-Boolaroo  
Anglican Parish of the Southern Monaro  
Anglican Parish of Wagga Wagga  
Anglican Women of Australia, Dubbo

Anglican Women of The Church of St Peter's  
Arawang Anglican  
Bolong Anglican Church Womens Union  
Cambewarra Union Church  
Christ Church, Hawker  
Christ Church, West Goulburn  
Christ Church, Coonabarabran  
F5 Refresh Ministries  
Generocity Church  
Good Shepherd Anglican Church  
Holy Trinity Anglican Church Orange  
Holy Trinity Anglican Church, Kelso  
HopeBathurst Church  
Jesus Ministries  
Lanyon Valley Anglican Church  
MICA Ministries  
Narromine-Trangie Anglican Church  
Orange Baptist Church  
Peninsula Anglican Parish  
St Ambrose Anglican Parish, Gilgandra  
St Barnabas' Anglican Church, Charnwood  
St Barnabas' Anglican Church, South Bathurst  
St David's Anglican Church, Red Hill  
St James' Anglican Church, Holt  
St James' Anglican Church, Rylstone  
St John the Evangelist, Young  
St John's Anglican Church, Asquith  
St John's Anglican Church, Reid  
St Paul's Anglican Church, Manuka  
St Saviour's Cathedral, Goulburn  
Toongabbie Anglican Church  
Yass Valley Anglican Church

## SCHOOL PARTNERS

Burgmann Anglican School  
Canberra Girls Grammar School  
Canberra Grammar School (Junior & Senior Schools)  
Gordon Primary School  
Radford College  
Telopea Park School  
The Riverina Anglican College  
William Clarke College



## CULTURE

# SANCTUARY

Following five years of focused implementation, Anglicare NSW South, NSW West & the ACT achieved official Sanctuary model certification. This is an extraordinary milestone, with Anglicare now one of only a handful of organisations in Australia to achieve the full international certification from the US-based Sanctuary Institute. The organisation-wide certification includes our Permanency Support Programs (PSP), Therapeutic Services, Community and Corporate Services and our RTO Anglicare College. Especially significant is the inclusion of our Early Childhood Education and Care services, which are the first in Australia to receive the internationally recognized trauma-informed Sanctuary accreditation.

Anglicare was pleased to receive feedback from the Sanctuary Institute that praised the impressive application of the model across the organisation, including in portfolios that weren't put forward for certification. Feedback went as far as to state that the application and use of the model at our Intensive Therapeutic Care homes was the best they have seen across Australia.

The Sanctuary program is an evidence-based model for creating safe and supportive workplace cultures for staff while providing trauma-informed care for participants. Anglicare commenced implementation of the model in 2017 as an entire organisation approach. The Sanctuary model, has been used in clinical and human services settings to build strong organisational cultures for 25 years.

The model uses current science, research and clinical evidence from neurobiological and anthropological theory, organisational psychology and systems theory, to drive change in organisations. Sanctuary is a holistic model with clear and structured methodology for creating a safe work culture, and includes a set of interactive tools to assist people to work together, use a common language and act in ways that support traumatised clients to heal. Above all, Sanctuary is intended to foster a psychologically and culturally safe work environment.

Sanctuary closely aligns with Anglicare's values of Compassion, Integrity, Inclusiveness and Dignity and is a significant part of staff induction and ongoing training. The Sanctuary model is accessible and practical as a trauma-informed care model, by building practices into our workplaces and daily work culture that build resilience, through community meetings, reflective practice and supervision and other 'toolkit' applications. The Sanctuary commitments support teams to be resilient, responsive and collaborative, by upholding and embracing the commitments of Cultural Humility, Non-Violence, Democratic Participation, Open Communication, Emotional Intelligence, Social Responsibility, Social Learning and Growth and Change. Driven by the Sanctuary Core Team, who were responsible for embedding and implementing the model, this certification is an enormous achievement.



*"It's encouraging to experience how seriously Anglicare wants to embed trauma-informed practice across the organisation."*

- Nat, CYCLOPS worker.

# RECONCILIATION ACTION PLAN

Anglicare's Reconciliation journey has continued over the past twelve months with the nurturing of significant relationships with Aboriginal Elders and communities across our regions as we consult on our current and next innovate Reconciliation Action Plan (RAP).

Our activities within Aboriginal and Torres Strait Islander communities have become increasingly diverse and are built on relationships grounded in mutual respect. In July, with the assistance of a National Indigenous Australians Agency grant, we celebrated NAIDOC Week across our regions, hosting events in Wagga Wagga, Moruya and Goulburn. Wagga Wagga's NAIDOC event was supported by 11 other NGO stallholders, attended by over 300 people and culminated in a fabulous fashion parade by Wiradjuri Elders featuring clothing from Thread Together.

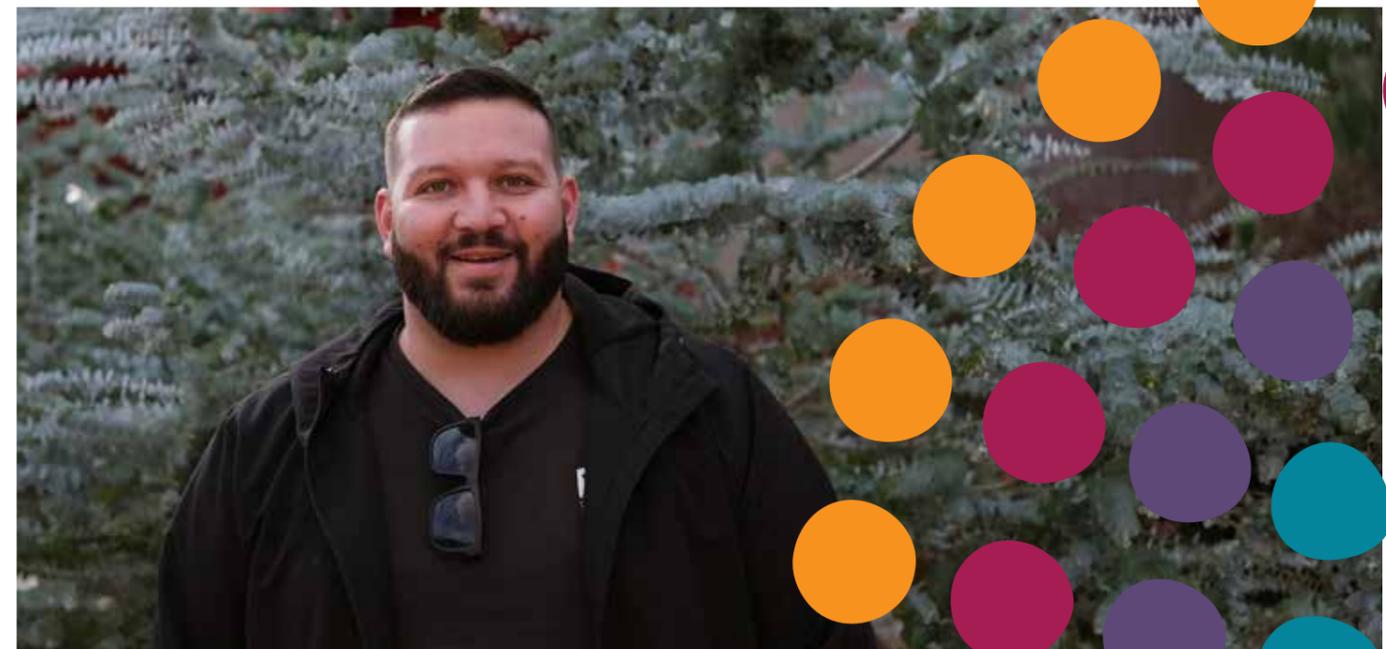
We have been actively embedding Cultural Safety into the organisation over the past ten years through formal Aboriginal and Torres Strait Islander representation at committee and senior manager levels. Current appointments include key First Nations staff on our Clinical and Care Governance Committee (which reports to the Board) and strategic management positions, such as our Senior Advisor Cultural Safety (Brian DeVries), and Aboriginal representation on our Carer Authorisation Panels. Anglicare has two Cultural Care Case Managers (Bree Chambers and Casey Walker) who develop Cultural Care Plans, assist with Family Finding and exploration of heritage, and guide care arrangement supports including with siblings. We currently employ five Aboriginal staff in our Riverina-Queanbeyan ITC program (and others in foster

and kinship care, and in our Sydney ITC program). Additionally, one third of the 24 staff employed in our local Riverina Child, Youth and Family services team identify as Aboriginal and Torres Strait Islander peoples.

Our Senior Advisor Cultural Safety conducts Cultural Consultation sessions and has developed Cultural Care Planning across the organisation. Cultural Care Planning templates have been developed with input from Local Elders Uncle James Ingram and Auntie Sue-Anne Cutmore.

In addition to the seven Sanctuary Commitments, we have helped advocate for the Sanctuary Institute to recognise an eighth commitment – 'Cultural Humility'. Being a learner and practising cultural humility is part of our organisational cultural fabric and ensures that our workers are equipped to provide culturally sensitive and trauma responsive approaches to families from diverse ethnic, cultural, linguistic and religious backgrounds.

Earlier in the year the RAP Leadership Team participated in a rich cultural immersion day at Eden where the group met Aboriginal Elders including Pastor Ozzie Cruse at Jigamy Twofold and later heard from Anglicare's Rev'd Michael Palmer about the genesis of the Eden Canoe Building Project. This incredible project provides an opportunity for local Aboriginal young people to engage practically with their Aboriginal culture and develop greater levels of self-confidence, cultural identity, school engagement and a sense of purpose and direction for their future. Based on the success of the pilot, Eden Canoes has gone on to deliver workshops to over 100 students and has now been extended into the Riverina.



## EXECUTIVE & BOARD

# OUR LEADERSHIP TEAM

The Anglicare Board provides strategic leadership and direction to the organisation, and includes voluntary members who meet six times per year. Members are encouraged to be involved in other Anglicare activities throughout the year, and are accountable to the Bishop of Canberra and Goulburn for the performance of Anglicare.

## EXECUTIVE TEAM



**BRANDON HOWARD**  
Chief Executive Officer



**TRACEY HALL**  
Executive Manager,  
Children & Families



**AMY LANHAM**  
Executive Manager,  
Community Engagement\*



**EMILY PURVIS**  
Executive Governance Officer



**REV'D SARAH PLUMMER**  
Executive Manager,  
Mission & Culture



**TENILLE ABELL**  
Executive Manager  
Innovation & Therapeutic  
Practice Development

\* Acting

## ANGLICARE BOARD



**LYNETTE GLENDINNING**  
Presiding Member  
Director since April 2015



**GREG MILLS**  
Deputy Presiding Member  
Director since August 2017



**ALEXANDRA (SANDY) SPARK**  
Director since  
December 2016



**DR DAVID WALLACE**  
Director since  
August 2018



**THE VEN TOM HENDERSON-BROOKS**  
Director since June 2021



**JO SCHUMANN**  
Director since  
February 2022



**JOCELYN MARTIN**  
Director since August 2014.  
Finished in August 2023.



**JOHN WILLS**  
Director since 2023

# COMMITTEE MEETINGS 22/23

## BOARD MEETINGS ATTENDANCE

	26/7	30/8	1/11	22/11	6/12	17/2	28/3	2/5	27/6
Lynette Glendinning	•	•	•	•	•	•	•	○	•
Greg Mills	•	•	•	•	•	•	•	•	•
Bill Anscombe	•	•	•	•	•	~	~	~	~
Jocelyn Martin	•	•	•	•	○	•	•	•	•
Jo Schumann	•	•	•	•	•	•	•	○	•
Alexandra Spark	•	•	•	•	•	•	•	•	•
David Wallace	○	•	•	•	•	•	•	•	•
Tom Henderson Brooks	•	○	•	•	•	•	•	•	•
John Willis	~	~	~	~	~	ob	~	~	•

**KEY**

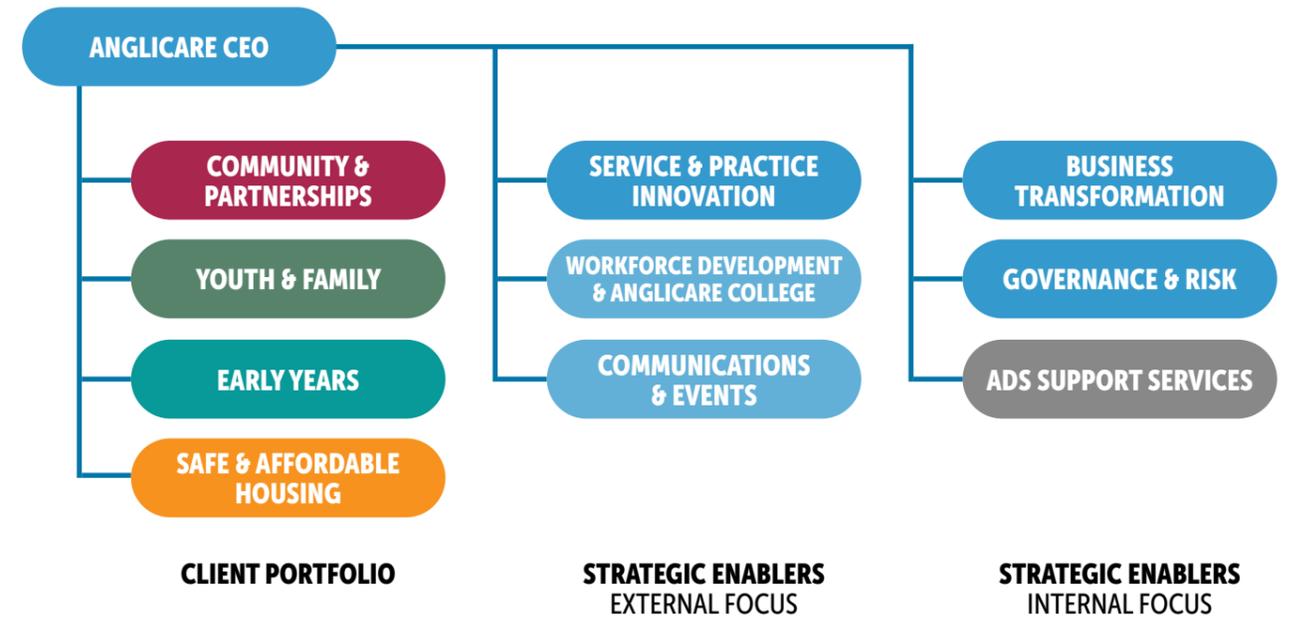
Attended •

Apology ○

N/A ~

Observer ob

# ORG STRUCTURE



## FINANCE AND RISK COMMITTEE

	16/8	18/10	22/11	21/3	23/5	20/6
Alexandra Spark (Chair)	•	•	•	•	•	•
Greg Mills	•	•	•	•	•	•
Jocelyn Martin	•	•	•	○	•	•
Lynette Glendinning	•	•	•	•	○	•
David Wallace	○	•	•	○	•	•
Jo Schumann	•	○	•	•	•	•
John Willis	~	~	~	~	~	•

## CARE AND CLINICAL GOVERNANCE COMMITTEE

	11/8	3/11	30/3	16/5
David Wallace (Chair)	○	•	•	•
Jo Schumann	•	•	•	•
Christine Phillips	•	•	○	○
Karen Crouch	○	•	○	○
Liz Summers	○	○	○	○
Gilda Howard (resigned)	○	~	~	~
Mary O'Neil	•	○	•	○
Heather Barton	•	•	○	○

## GOVERNANCE AND REMUNERATION COMMITTEE

	23/8	29/11	7/2	5/4	20/6
Lynette Glendinning (Chair)	•	•	•	•	•
Tom Henderson Brooks	•	•	○	•	•
Greg Mills	•	•	•	•	•
Alexandra Spark	ob	ob	ob	ob	•

## HOUSING AND PROPERTY COMMITTEE

	29/8	17/11	24/3
Jocelyn Martin (Chair)	•	•	•
Bruce Glendinning	•	○	•
Rob Burnelek	•	•	•

During the reporting period, the Governance and Remuneration Committee met to undertake the CEO recruitment process with additional Directors involved in various discussions, these meetings and the attendance of the additional Directors have not been included.

The board agreed to abolish the Housing and Property Committee on 2 May with responsibilities to be assumed by the Finance and Risk Committee.



## FINANCIALS

# FINANCIAL STATEMENTS

The financial statements represent the individual entity of Anglicare NSW South, NSW West & ACT (Anglicare) for the financial year 1 July 2022 to 30 June 2023. The address of its registered office is Level 5, 221 London Circuit, Canberra, ACT.

## INCOME & EXPENDITURE STATEMENT

for the Year Ended 30 June 2023

	2023	2022
	\$	\$
Revenue from contracts with customers	78,509,562	72,820,889
Gain on revaluation of investment property	2,259,456	7,424,828
Other income	3,454,751	2,398,003
Safe Places capital grant	4,486,000	2,600,000
<b>Total income</b>	<b>88,709,769</b>	<b>85,243,720</b>
Operating expenses	(31,900,506)	(31,554,955)
Loss on remeasurement of licences to occupy	(1,643,606)	(4,447,256)
Employee expenses	(50,374,277)	(43,516,203)
Finance income	353,029	55,210
Finance costs	(86,876)	(106,677)
<b>Total expenditure</b>	<b>(84,358,294)</b>	<b>(79,625,091)</b>
<b>Surplus for the year</b>	<b>5,057,533</b>	<b>5,673,839</b>
<b>Other comprehensive income for the year</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive income for the year</b>	<b>5,057,533</b>	<b>5,673,839</b>

## BALANCE SHEET

for the Year Ended 30 June 2023

	2023	2022
	\$	\$
<b>Current Assets</b>		
Cash and cash equivalents	1,193,206	4,024,615
Trade and other receivables	2,600,280	1,585,893
Financial instruments at fair-value	4,797,040	4,386,772
Term deposits	6,200,642	5,034,508
Prepayments	319,436	621,830
<b>Total Current Assets</b>	<b>15,110,604</b>	<b>15,653,618</b>
<b>Non-Current Assets</b>		
Property, plant and equipment	5,147,929	3,854,582
Right of use asset	754,139	1,579,764
Financial instruments at fair-value	109,483	1,752
Investment property	84,330,000	81,573,662
<b>Total Non Current Assets</b>	<b>90,341,551</b>	<b>87,009,760</b>
<b>Total Assets</b>	<b>105,452,155</b>	<b>102,663,378</b>
<b>Current Liabilities</b>		
Trade and other payables	3,870,550	4,132,108
Grants income in advance	748,248	1,834,132
Liability to grant provider	1,051,952	1,303,932
Licences to occupy	55,891,876	55,395,910
Lease liabilities	535,850	837,044
Provisions	3,410,764	3,756,408
<b>Total Current Liabilities</b>	<b>65,509,240</b>	<b>67,259,534</b>
<b>Non-Current Liabilities</b>		
Trade and other payables	383,959	195,377
Interest bearing liabilities	476,784	500,000
Lease liabilities	335,197	937,166
Provisions	708,294	790,153
<b>Total Non-Current Liabilities</b>	<b>1,904,234</b>	<b>2,422,696</b>
<b>Total Liabilities</b>	<b>67,413,474</b>	<b>69,682,230</b>
<b>Net Assets</b>	<b>38,038,681</b>	<b>32,981,148</b>
<b>Equity</b>		
Reserves	1,211,657	756,139
Accumulated funds	36,827,024	32,225,009
<b>Total Equity</b>	<b>38,038,681</b>	<b>32,981,148</b>

To obtain a full copy of the financial statements visit: [www.anglicare.com.au/annualreport](http://www.anglicare.com.au/annualreport)

# FINANCIALS

## AUDIT PAPERS

### Independent Auditor's Report to the members of Anglicare NSW South, NSW West and ACT

#### Report on the Financial Report

##### Opinion

We have audited the financial report of Anglicare NSW South, NSW West and ACT (the Entity), which comprises the statement of financial position as at 30 June 2023, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, and the statement by members of the Board.

In our opinion, the accompanying financial report of the Entity is in accordance with the Australian Charities and Not-for-profits Commission Act 2012, including:

- a. Giving a true and fair view of the Entity's financial position as at 30 June 2023 and of its financial performance for the year ended on that date; and
- b. Complying with Australian Accounting Standards – Simplified Disclosures and the Australian Charities and Not-for-profits Commission Regulations 2022.

##### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial report section of our report. We are independent of the Entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the Australian Charities and Not-for-profits Commission Act 2012, which has been given to the directors of Anglicare NSW South, NSW West and ACT, would be in the same terms if given to the directors as at the time of this auditor's report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

##### Information other than the financial report and auditor's report thereon

The members of the Board are responsible for the other information. The other information is the Report by Members of the Board accompanying the financial report.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

##### Responsibilities of the directors for the financial report

The members of the Board of the Entity are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosures and the Australian Charities and Not-for-profits Commission Act 2012 and for such internal control as the members determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the members are responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the members either intend to liquidate the Entity or to cease operations, or have no realistic alternative but to do so.

##### Auditor's responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the members of the Board.
- Conclude on the appropriateness of the members' use of the going concern basis

of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the members of the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Ernst & Young



Ben Tansley  
Partner  
Canberra  
2 November 2023



## ANNUAL REPORT 2022/23

### CANBERRA ACT

CENTRAL OFFICE 02 6245 7100

SCOTTS CROSSING 02 6278 8400

### SOUTHERN NSW

GOULBURN 02 4823 4000

MORUYA 02 4474 7900

### ST SAVIOURS (SYDNEY NSW)

LIVERPOOL 02 9612 3900

### RIVERINA NSW

WAGGA WAGGA 02 6937 1555

ALBURY 02 6075 9300

### WESTERN NSW

ORANGE 02 6369 9500

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[www.anglicare.com.au](http://www.anglicare.com.au)

follow us on:



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